

# Action Plan: From Aspiration to Implementation

**T**he IMT-GT strategic thrusts are translated into an Action Plan in the form of a development matrix (see *Annex F*). The Action Plan, which is an integral part of the IMT-GT Roadmap, shows for each strategic thrust: (i) the measures required and the specific programs or projects identified to carry out the measures; (ii) the expected output; (iii) indicators of progress and performance; (iv) the agency or body responsible for implementation, and coordination and monitoring; and (v) timeframe and/or target date. The Action Plan

is aimed at guiding the detailed programming and implementation of specific IMT-GT programs and projects, the monitoring and evaluation of progress, and the identification of areas that require follow-up action. The Action Plan will be reviewed annually. To further sharpen the focus of the Roadmap in its implementation, IMT-GT flagship projects have been identified. These projects are initiatives that are expected to contribute significantly to the achievement of subregional cooperation objectives and therefore, will be given high



priority in implementation. *Annex A* shows the list of IMT-GT flagship projects for each strategic thrust.

The implementation of the IMT-GT Roadmap and Action Plan will be guided, directed and coordinated through the IMT-GT institutional arrangements and mechanisms at the national and IMT-GT levels (i. e., Leaders' Summit, Ministerial Meeting (MM), Governors' Forum, Senior Officials' Meeting or SOM, and Working Groups or WGs<sup>4</sup>). The Joint Business Councils (JBCs) at both the national and IMT-GT levels will be the private sector counterpart of the governmental IMT-GT institutions. Its main tasks are to foster closer relations and cooperation among various business interests in the IMT-GT and to be an advocate for improvement in the enabling environment for private sector participation in IMT-GT development. To help improve the monitoring, coordination, and implementation of agreed IMT-GT programs and projects, an IMT-GT Coordination and Monitoring Center or CMC will be established to assist in the monitoring, coordination and evaluation of IMT-GT activities. To ensure its effectiveness, the CMC will have to be adequately funded and professionally managed. The existing IMT-GT organizational structure, together with the main



tasks of each organizational unit, is shown in *Annex B*.

Following the approval of the 5-year Roadmap for the development of IMT-GT by the Leaders of IMT-GT countries, the SOM, WGs, and JBC will be convened to discuss and adopt their respective detailed work plans covering 2007–2011 on the basis of the approved Roadmap and Action Plan. These WG work plans will be focused and concrete, with specific steps for carrying out the measures in the Action Plan identified, and the primary responsibility for implementation being clearly assigned. An indicative format for preparing project profiles and proposals is attached as *Annex C* to assist the WGs in the documentation of IMT-GT projects.

Progress reports on program/project implementation will be submitted periodically by the implementing bodies to the CMC

<sup>4</sup> The Working Groups will replace the Implementing Technical Groups (ITGs). The Working Groups agreed to by the IMT-GT are: (i) WG on Agriculture, Agro-based Industry and Environment; (ii) WG on Tourism; (iii) WG on Trade and Investment; (iv) WG on Infrastructure and Transportation; (v) WG on Human Resources Development; and (vi) WG on Halal Products and Services.



(through the National Secretariats depending on the project), which will consolidate these reports for circulation to the MM, SOM, WGs and JBCs. Besides reporting on the status of implementation of specific programs and projects, the progress reports will highlight any issue or constraint affecting their implementation, including recommended actions thereon. An indicative format for preparing progress reports is attached as *Annex D*. The operational programs will be reviewed annually and adjusted, as required by the circumstances. A midterm review of the Roadmap and Action Plan will be conducted in 2009.

Considering that resources are limited compared to the requirements of proposed programs and projects, each WG will need to further prioritize the measures, programs and projects in their respective areas. This exercise will take the following into account:

- likely scale of direct economic impact (e.g., jobs, value added, foreign exchange earnings);
- indirect economic effects (e.g., intersectoral linkages,

international and IMT-GT linkages, contribution to longer-term development objectives)

- potential for private sector participation and private profitability;
- social impacts (e.g., contribution to human capital development, rural development);
- environmental impact (e.g., beneficial, neutral or detrimental); and
- extent of mutual benefits.

Broad-based support from all stakeholders is necessary to ensure the successful implementation of IMT-GT's strategic thrusts in general and the Action Plan in particular. Accordingly, there is a need to raise the visibility and expand the constituency of IMT-GT as a unique subregion with a "common face". An important component of the Action Plan in this regard is the expansion and improvement of communication mechanisms for the dissemination of information on the IMT-GT to various stakeholders, including development partners, potential investors and funders, and the general public.